

Appendix A

Commander, Navy Installations Command (CNI)

Mission

Organization

Historical Perspective

Regional Commands

Mission

Navy shore installations support our Navy's ships, aircraft and Sailors. As the single responsible office, advocate, and point of contact for Navy installations, *CNI's mission is to provide consistent, effective and efficient shore installation services and support to sustain and improve current and future Fleet readiness and mission execution.* CNI provides operating forces support, community support, base support and mission support to enhance the Navy's combat power. CNI does this by providing unified and consistent procedures, standards of service, practices and funding to manage and oversee shore installation support to the Fleet. CNI executes delivery of installation services through its regions and installations. This mission will involve the coordination of policy, planning, budgeting, execution and reporting for all regions and shore installations. CNI is process driven, program-centric, and output focused.

Overarching Principles:

- Program-Centric
- Readiness Based Capability Levels
- Integrated Facilities Recap
- Regional HQ Staff Center for Legal, Chaplains, PAO, etc
- Elimination of "layering" and duplication
- Maximize leverage with USMC, Joint/Combined/Interagency initiatives
- Accelerate transformation to support a "surge" Navy
- Maintain covenant with people!

Commander's Assessment:

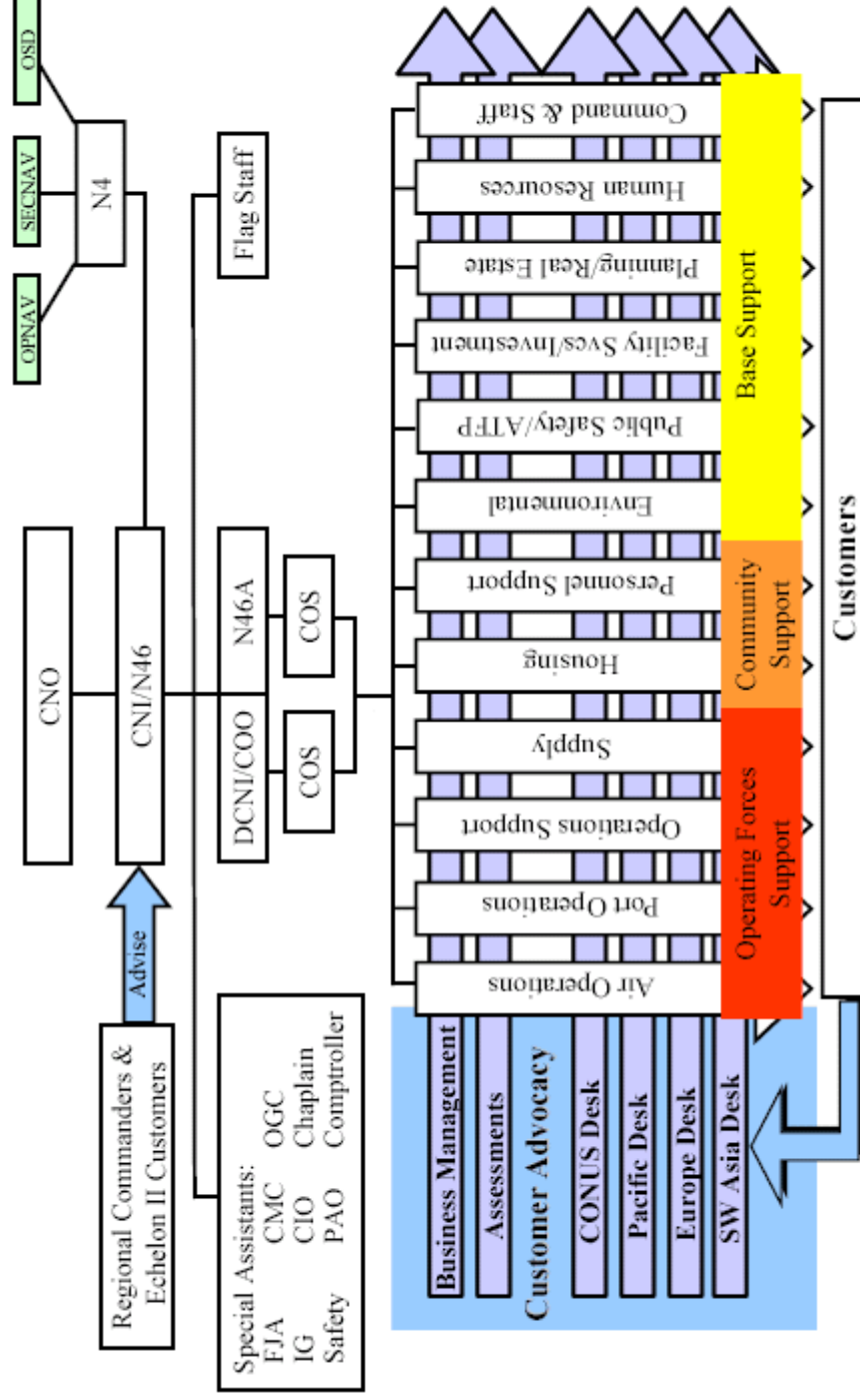
- SIM Enterprise evolving
- Transformational change in progress
- Clearer connections between installation support and Fleet readiness: "End to End Readiness"
- Process of long term investment has improved
- "Rotational Navy" to "surge Navy that rotates"
- Fleet Response Plan (FRP) shift occurring
- Status quo will not get the job done
- Opportunities for increased efficiencies and decreased expenditures = greater effectiveness
- CNO challenge: Process, culture and business change

Commander's Intent:

- Implement/Improve standard business processes
- Reduce cost by streamlining delivery models and eliminating duplication
- Focus on metrics-based, output-driven resource investments
- Trust, Confidence and Communications
- Priorities:
 - Standup CNI – Positive Movement in Change Management
 - Capability Level Resource Mgmt into perspective
 - "Quick Hit" savings in near term

Further information can be found on the CNI website at: www.cni.navy.mil

CNI Organizational Structure



Historical Perspective

One of the CNO's top five priorities is a commitment to improve Navy-wide alignment. Since 1997, the Navy has addressed improved shore installation effectiveness by regionalizing and reducing the number of installation management claimants from 18 to 8. By 2000, the Navy began to assess the value of further installation management claimant reductions while using integrated process teams to identify best business practices, set Navy-wide standards of service, develop metrics and link these standards and metrics to requirements and fleet readiness.

CNI was officially created as an organization on 1 Oct 2003. This event was the culmination of the Navy's efforts to regionalize, consolidate and streamline its shore infrastructure that was started in 1994 with the stand-up of the first Navy headquarters organization in June 1994 (OPNAV N46), that was dedicated to shore installation management. An organizational concept had now been implemented that facilitated the assignment of installation management professionals to regions and installations. This allowed them to focus their energies on installation management and the mission commander's energies on their respective mission accomplishment.

An immediate benefit was realized with the stand-up of CNI. The number of claimants responsible for planning, programming, budgeting and executing resources went from eight to one. Through this consolidating and streamlining event, the Navy could now have an enterprise-wide view of installation management and resources. Resources could now effectively be allocated between functional programs, regions and installations to better support the overall Navy.

Many benefits of this organizational model had been envisioned and are now becoming apparent. CNI has the ability to guide all regional/installations towards top Navy strategic objectives, achieving CNO's guidance. This centralized approach allows for the application of best business practices across all regions/installations, achieving a more effective/efficient infrastructure. The ability to identify costs and measure outputs across all regions/installations is improving the capability based budgeting process. Managing from a program-centric knowledge base allows for top level assessment of capabilities and risks. CNI is ensuring that standards are developed and maintained by regions/installations to consistently meet the requirements and expectations of the operating forces and other mission commanders. Additionally, the central focus facilitates leveraging capabilities between Services/Agencies to reduce duplication of investment and creating surge capacity through joint service use opportunities. CNI has developed strategic partnerships with Naval Supply Systems Command and Naval Facilities Engineering Command. These partnerships have minimized CNI staffing requirements by leveraging the expertise of contract specialist and supply competencies in these Systems Commands.

The Navy is already realizing savings associated with CNI initiatives. Typical efficiency actions completed or underway include those identified in Appendix H and summarized below:

- Singling-up of installation function/programs at the regional level vice installation level (e.g., housing management, administrative functions, contracting, supply, comptroller/business manager, maintenance, warehousing).
- Combining command staffs (e.g., NAB Coronado and NAS North Island; CBC Port Hueneme and NAS Point Mugu).
- Consolidation/reduction of installation contracts (e.g., tug and pilot contracts, custodial/grounds maintenance, negotiation of area wide utility rates).
- Shift of installation level supply and contracting functions to NAVSUP and NAVFAC (which will eliminate duplication and layers at the installation and regional levels). Initiated in FY 2004.

- Starting in 2004 the merger with CNI of additional, overlapping installation type functions e.g., from BUPERS (personnel support programs such as MWR, Fleet and Family Support Programs, Child Care), with the goal of removing layers/duplication, identifying additional savings, and improving services delivery.

The way ahead for CNI will be to implement long, mid and short term plans to achieve strategic objectives and business initiatives. These initiatives involve delayering organizations, eliminating duplication and excess outlays, centralizing functions, implementing best business practices, and creating the surge infrastructure for Sea Power 21. CNI will measure itself by what its customers say, matching capability levels achieved to the capability levels required, and actions taken to streamline, consolidate and realign the infrastructure to provide the required capability at less cost.



Current Regional Commands

(10 CONUS - 6 OCONUS)

